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Fifty-eighth session**Proposed programme budget for the biennium 2004-2005*****Part VIII****Common support services****Section 29A****Office of the Under-Secretary-General for Management**

(Programme 24 of the medium-term plan for the period 2002-2005)**

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* The approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 6 (A/58/6/Rev.1)*.

** *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 6 (A/57/6/Rev.1)*.



Section 29A

Office of the Under-Secretary-General for Management

(Programme 24 of the medium-term plan for the period 2002-2005)

Overview

- 29A.1 The Under-Secretary-General for Management has overall responsibility for the management of the financial, human resources and support operations of the Organization and for directing and managing the activities of the Department of Management. The Under-Secretary-General represents the Secretary-General, or ensures his/her representation, on management-related matters in connection with governing bodies, agencies in the common system and administrative advisory bodies; monitors emerging management issues throughout the Secretariat by interacting with executive committees; and is responsible for the overall supervision of the internal system for the administration of justice in the Secretariat.
- 29A.2 The above-mentioned responsibilities of the Under-Secretary-General for Management require substantial involvement in the coordination of work related to the various activities of the Department to ensure a well-functioning administrative system throughout the Secretariat. The Office of the Under-Secretary-General encompasses the Management Policy Office; the Oversight Support Unit; the secretariats of the Headquarters Joint Appeals Board, Joint Disciplinary Committee, Panel on Discrimination and Other Grievances and Panel of Counsel; and the Executive Office of the Department of Management. The Office of the Under-Secretary-General is responsible for the following activities: management services, including oversight support, and administration of justice. As a result of an internal reorganization of the Department of Management, treasury services and contributions assessment and processing, previously carried out under the financial management component of the programme of work of the Office, have reverted to the Office of Programme Planning, Budget and Accounts and placed under the direct responsibility of the Controller. In addition, beginning with the biennium 2004-2005, a proposal is being made to transfer the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination, along with its corresponding resources, from the Office of the Under-Secretary-General for Management to the Department of General Assembly and Conference Management. This, together with a parallel transfer of the servicing of the Sixth Committee, will strengthen the servicing of General Assembly main committees by placing such technical secretariat services all within the same department. This action would complete the process begun in 1997 whereby the other main committee secretariats were moved to the Department for General Assembly and Conference Management.
- 29A.3 The activities of the Office fall under programme 24, Management and central support services, of the revised medium-term plan for the period 2002-2005, in particular subprogramme 1, Management services, which covers the above-mentioned responsibilities of the Office. The specific objectives, expected accomplishments and indicators of achievement relating to specific areas of activity of the Office are set out under two major components, presented under "Programme of work".
- 29A.4 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to \$9,053,500 before recosting, reflecting a decrease of \$736,200, or 7.5 per cent, against the revised appropriation for the biennium 2002-2003. The negative growth relates to the proposed transfer of the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination, as indicated in paragraph 29A.2 above, partly offset by estimated increases in requirements with respect to new and reclassified posts, travel of

Section 29A Office of the Under-Secretary-General for Management

staff, general operating expenses, supplies and materials and furniture and equipment. The post proposals under this section comprise two new posts (1 P-4 under "Administration of justice" and 1 General Service (Other level) in the immediate office of the Under-Secretary-General), and a reclassification of a P-4 post to the P-5 level in the Executive Office of the Department of Management.

29A.5 For the biennium 2004-2005, extrabudgetary resources are estimated at \$3,405,300. These resources are derived from programme support income received as reimbursement for the services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations.

29A.6 The overall framework of the expected accomplishments and indicators of achievement of the Office of the Under-Secretary-General for Management are presented by component in table 29A.1.

Table 29A.1 Framework of expected accomplishments and indicators of achievement by component

<i>Component</i>	<i>Number of expected accomplishments</i>	<i>Number of indicators of achievement</i>
A. Executive direction and management	3	3
B. Programme of work		
1. Management services	2	2
2. Administration of justice	1	2
Total	6	7

29A.7 The estimated percentage distribution of those resources is as shown in table 29A.2.

Table 29A.2 Percentage distribution of resources by component

<i>Component</i>	<i>Regular budget</i>	<i>Extrabudgetary</i>
A. Executive direction and management	22.7	3.6
B. Programme of work		
1. Management services	26.7	7.1
2. Administration of justice	16.0	21.1
C. Programme support	34.6	68.2 ^a
Total	100.0	100.0

^a Including peacekeeping support account resources centrally administered by the Executive Office for contractual services, general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole. Rental of premises and alterations/accommodations for all departments, although centrally administered by the Executive Office, are not included here as they are reflected under section 29D, Office of Central Support Services.

Table 29A.3 Requirements by component

(Thousands of United States dollars)

(1) Regular budget

Component	2000-2001 expenditure	2002-2003 appropri- ation	Resource growth		Total before recosting	Recosting	2004-2005 estimate
			Amount	Percentage			
A. Executive direction and management	2 683.9	3 042.7	(981.3)	(32.2)	2 061.4	160.2	2 221.6
B. Programme of work							
1. Management services	2 330.4	2 416.6	3.2	0.1	2 419.8	190.3	2 610.1
2. Administration of justice	1 365.0	1 297.8	147.1	11.3	1 444.9	88.0	1 532.9
C. Programme support	2 836.7	3 032.6	94.8	3.1	3 127.4	206.3	3 333.7
Total	9 216.0	9 789.7^a	(736.2)	(7.5)	9 053.5	644.8	9 698.3

^a Adjusted to reflect the internal reorganization of the Department of Management between sections 29A and 29B.

(2) Extrabudgetary

	2000-2001 expenditure	2002-2003 estimate	2004-2005 estimate
Total	3 027.4	4 466.8	3 405.3
Total (1) and (2)	12 243.4	14 256.5	13 103.6

Table 29A.4 Post requirements

Category	Established regular budget posts		Temporary posts				Total	
	2002-2003	2004-2005	Regular budget		Extrabudgetary		2002-2003	2004-2005
			2002-2003	2004-2005	2002-2003	2004-2005		
Professional and above								
USG	1	1	-	-	-	-	1	1
D-2	2	1	-	-	-	-	2	1
D-1	3	3	-	-	-	-	3	3
P-5	9	9	-	-	-	-	9	9
P-4/3	4	4	-	-	2	3	6	7
P-2/1	-	-	-	-	1	1	1	1
Subtotal	19	18	-	-	3	4	22	22
General Service								
Principal level	4	3	-	-	-	-	4	3
Other level	22	21	-	-	-	1	22	22
Subtotal	26	24	-	-	-	1	26	25
Total	45	42	-	-	3	5	48	47

A. Executive direction and management

Resource requirements (before recosting): \$2,061,400

- 29A.8 The immediate office of the Under-Secretary-General for Management supports the Under-Secretary-General in directing and supervising the activities of the Department. The Office acts as a focal point for information and for the integration of all aspects of the work of the Department; advises on departmental policies and guidelines; coordinates intradepartmental activities, including any necessary follow-up; consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern; establishes administrative policies, procedures and machinery for the efficient and effective functioning of the internal justice system; and provides legal advice on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the United Nations Administrative Tribunal. While the Office has in the past provided technical services to the Fifth Committee and the Committee for Programme and Coordination, it is proposed that, starting with the biennium 2004-2005, this activity will be under the responsibility of the Department for General Assembly and Conference Management.

Table 29A.5 Objectives for the biennium, expected accomplishments and indicators of achievement

Objective 1: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
(a) Identification of emerging issues that require attention by Member States.	(a) Increase in the number of occasions whereby Member States address issues that have been brought to their attention.
(b) Enhanced policy coherence in the management of the activities of the United Nations.	(b) Increase in the number of activities carried out in collaboration with other entities.
(c) Administrative support services are readily available and user-friendly.	(c) Increase in the availability and accessibility of support services.

Table 29A.6 Resource requirements

<i>Category</i>	<i>Resources (thousands of United States dollars)</i>		<i>Posts</i>	
	<i>2002-2003</i>	<i>2004-2005 (before recosting)</i>	<i>2002-2003</i>	<i>2004-2005</i>
Regular budget				
Post	2 871.0	1 867.3	12	8
Non-post	171.7	194.1	-	-
Total	3 042.7	2 061.4	12	8
Extrabudgetary	31.0	124.0	-	1

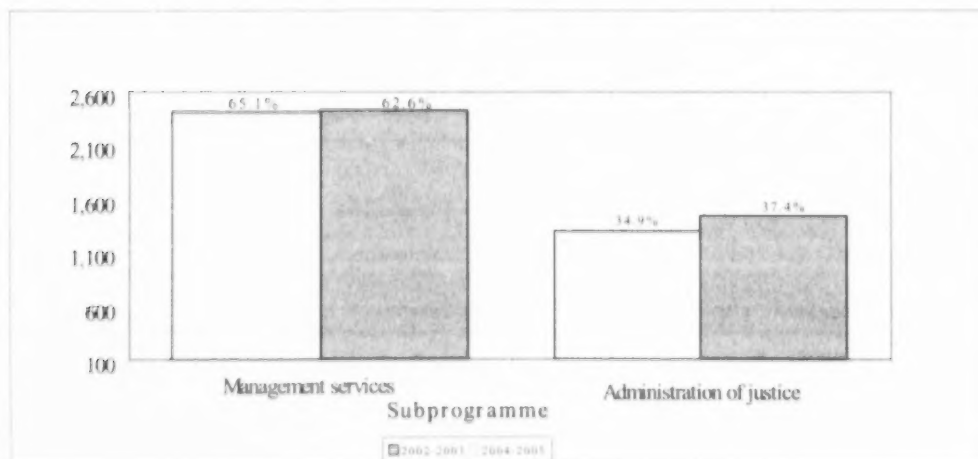
- 29A.9 Resources amounting to \$2,061,400 will provide for eight posts, overtime, travel of staff, general operating expenses, hospitality, office supplies and office automation equipment. A decrease in post resources of \$1,003,700 is the result of the proposed transfer of five posts (1 D-2, 1 P-5, 1 General Service (Principal level) and 2 General Service (Other level)) of the technical secretariat of the Fifth Committee and the Committee for Programme and Coordination from the Office of the Under-Secretary-General for Management to the Department for General Assembly and Conference Management, partly offset by a proposal for the establishment of one new General Service (Other level) post in the immediate office of the Under-Secretary-General to provide direct support, as current provisions are insufficient to cover the core tasks required for the efficient operations of a front office. An increase of \$22,400 is the result of increased requirements for travel, general operating expenses, office supplies and equipment.

B. Programme of work

Table 29A.7 Resource requirements by subprogramme

Subprogramme	Resources (thousands of United States dollars)		Posts	
	2002-2003	2004-2005 (before recosting)	2002-2003	2004-2005
Regular budget				
1. Management services	2 416.6	2 419.8	9	9
2. Administration of justice	1 297.8	1 444.9	7	8
Total	3 714.4	3 864.7	16	17
Extrabudgetary	1 423.2	957.7	3	4

Regular budget resource requirements by subprogramme



I. Management services*Resource requirements (before recosting): \$2,419,800*

- 29A.10 Management services are provided by the Management Policy Office and the Oversight Support Unit.
- 29A.11 The Management Policy Office also supports the Under-Secretary-General and the Assistant Secretaries-General in providing integrated policy analysis and advice on all management issues, including assuring that policies in the financial, human resources, technology and common services areas are addressed. It also facilitates an integrated approach to the Secretary-General's proposals for increasing productivity, efficiency and cost-effectiveness throughout the Organization. It is expected that the attainment of these objectives will increase managerial accountability, simplify administrative processes and improve programme delivery throughout the Organization. The Office introduces best practices in management functions at all levels to enhance the Organization's capacity to monitor and evaluate management performance.
- 29A.12 The Oversight Support Unit facilitates interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services), follows up on their observations and recommendations and ensures that remedial actions taken by the Administration are reported promptly to the oversight bodies. The Unit also assists the Under-Secretary-General in supervising adherence to the established standards for air travel.

Table 29A.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective 1: The improvement of management and administration in the context of the Secretary-General's vision for reform.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
Improved overall management performance	Level of utilization of monitoring and reporting systems
	<i>Performance measures:</i>
	The number of departments/offices that are utilizing the systems
	2000-2001: not available
	Estimate 2002-2003: 7
	Target 2004-2005: 15

Objective 2: To contribute to the effective monitoring of adherence by departments and offices to the established standards, norms and procedures of the Organization.

Expected accomplishments

Indicators of achievement

In respect of the oversight function, improved system for responding within given deadlines to oversight bodies on the implementation of their recommendations

Timely responses to the recommendations of oversight bodies

Performance measures:

Percentage of reports to oversight bodies issued within deadlines

2000-2001: not available

Estimate 2002-2003: 100 per cent

Target 2004-2005: 100 per cent

- 29A.13 The objectives and expected accomplishments set out in table 29A.8 are expected to be achieved on the assumption that programme managers will be supportive of the efforts of the Management Policy Office and the Oversight Support Unit and will extend their full cooperation to efforts to attain the objectives of management reform, as well to implement the recommendations of the oversight bodies.

Outputs

- 29A.14 During the biennium 2004-2005, the following outputs will be delivered:

- (a) Servicing of the intergovernmental and expert bodies:
 - (i) Substantive servicing: substantive servicing of 4 formal meetings and 16 informal consultations of the Fifth Committee on issues related to management reform and administrative policy;
 - (ii) Parliamentary documentation: report to the General Assembly on progress and the impact of administrative, financial and other management improvement measures;
- (b) Other substantive activities: cooperation with other organizations of the United Nations system on issues related to a common approach to financial and administrative management, including contributions to meetings of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination;
- (c) Administrative support services:
 - (i) Provision of substantive and technical services to the in-house committees on matters related to management reform;
 - (ii) Full implementation and maintenance of a management performance reporting system focusing on key resource management issues and the introduction of an executive information report on management for use by the department heads in the context of the yearly review of the programme management plan with the Secretary-General;
 - (iii) Introduction of a system to monitor the progress and impact of management improvement within the Secretariat;

- (iv) Facilitation, support and promotion of productivity improvement activities and initiatives throughout the Secretariat, including the introduction of time standards for the delivery of services;
- (v) Development and support of a business continuity plan;
- (vi) Development of a broad occupational network mechanism for administrative functions;
- (vii) Oversight support: preparation of updated status reports on measures taken to implement the recommendations of the Board of Auditors (4); drafting of replies to management letters from the Board of Auditors (15); preparation of biannual reports on the implementation of the recommendations of the Office of Internal Oversight Services (4); and responding to requests for exceptions to the standards of accommodation for air travel (140).

Table 29A.9 Resource requirements: management services

Category	Resources (thousands of United States dollars)		Posts	
	2002-2003	2004-2005 (before recosting)	2002-2003	2004-2005
Regular budget				
Post	2 305.0	2 305.0	9	9
Non-post	111.6	114.8	-	-
Total	2 416.6	2 419.8	9	9
Extrabudgetary	906.7	240.6	1	1

- 29A.15 Resources amounting to \$2,419,800 would provide for the continuation of nine posts (7 in the Management Policy Office and 2 in the Oversight Support Unit) and the related non-post resources. A small increase of \$3,200 in non-post resources relates to the requirements for office automation equipment.

2. Administration of justice

Resource requirements (before recosting): \$1,444,900

- 29A.16 The main objective of this programme is to facilitate a just, consistent and efficient internal justice system in the Secretariat and to increase recourse to conciliation and mediation. During the biennium 2004-2005, efforts aimed at improving the informal procedures for the amicable settlement of staff grievances will continue.
- 29A.17 In line with these objectives, substantive and technical servicing of the Headquarters Joint Appeals Board (which also deals with appeals originating in the United Nations Development Programme, the United Nations Children's Fund and at the regional commissions and smaller United Nations offices), the Joint Disciplinary Committee and the Panel of Counsel will be strengthened. Accordingly, a new P-4 post is being proposed. Assistance will also continue to be given to processing appeals, conducting investigations, providing legal and procedural advice and conducting legal and administrative research. Legal advice will also be given to the Secretary-General on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the United Nations Administrative Tribunal and administrative decisions.

- 29A.18 This programme is also responsible for making recommendations for the amendment and/or promulgation of staff rules and administrative issuances, policies, procedures and machinery for the proper functioning of the internal justice system.

Table 29A.10 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective: To facilitate a just, consistent and efficient internal system of justice.

Expected accomplishments

Indicators of achievement

More timely disposition of cases

(i) Decrease in the average amount of time between the preparation of Joint Appeals Board reports on appeals and their final disposition and between the processing and final disposition of disciplinary cases

Performance measures:

Joint Appeals Board and Joint Disciplinary Committee

2000-2001: Appeals: 2.6 years

Disciplinary cases: 3.5 months

Estimate 2002-2003: Appeals: 2.6 years

Disciplinary cases: 3.5 months

Target 2004-2005: Appeals: 2.3 years

Disciplinary cases: 3.0 months

(ii) Decrease in the average amount of time between the first contact by the staff member and provision of appropriate legal representation

Performance measures:

2000-2001: 4 weeks

Estimate 2002-2003: 4 weeks

Target 2004-2005: 3 weeks

External factors

- 29A.19 The objectives and expected accomplishments detailed in table 29A.10 above are expected to be achieved on the assumption that programme managers will be supportive of the functioning of the internal justice machinery and will extend their full cooperation in the implementation of the judicial decisions.

Outputs

- 29A.20 During the biennium 2004-2005, the following outputs will be delivered: administrative support services (regular budget and extrabudgetary): provision of advice to the Secretary-General on the disposition of staff grievances, appeals and disciplinary matters; substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel; training of the members of the newly established panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system; provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters; and preparation of amendments to the Staff Rules and administrative issuances concerning disciplinary proceedings, appeals and related matters.

Table 29A.11 Resource requirements: administration of justice

Category	Resources (thousands of United States dollars)		Posts	
	2002-2003	2004-2005 (before recosting)	2002-2003	2004-2005
Regular budget				
Post	1 168.5	1 308.3	7	8
Non-post	129.3	136.6	-	-
Total	1 297.8	1 444.9	7	8
Extrabudgetary	516.5	717.1	2	3

- 29A.21 The amount of \$1,444,900 covers the costs of eight posts and the related non-post requirements. The increase in post resources is attributed to the establishment of a new P-4 post for a legal officer to strengthen support for the Panel of Counsel in the areas of legal advice and representation of staff members, in line with the measures for strengthening the internal system of justice. An increase of \$7,300 relates to the requirements for office automation equipment.

C. Programme support

Resource requirements (before recosting): \$3,127,400

- 29A.22 The Executive Office of the Department of Management provides central administrative services, support and advice to the units comprising the Department, namely, the Office of the Under-Secretary-General and the capital master plan project, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, in the areas of human resources, financial and general administration. It also provides administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors. The experience gained during the previous bienniums on the financial administration of the resources of the Department, including those under sections 29A, B, C and D, as well as resources in other budget sections, have indicated a need for maintaining adequate levels of expertise, which, in turn, calls for the strengthening of the capacity of the Executive Office in those areas. Accordingly, the reclassification of a P-4 post to the P-5 level in the Executive Office is being proposed.

Table 29A.12 Resource requirements: programme support

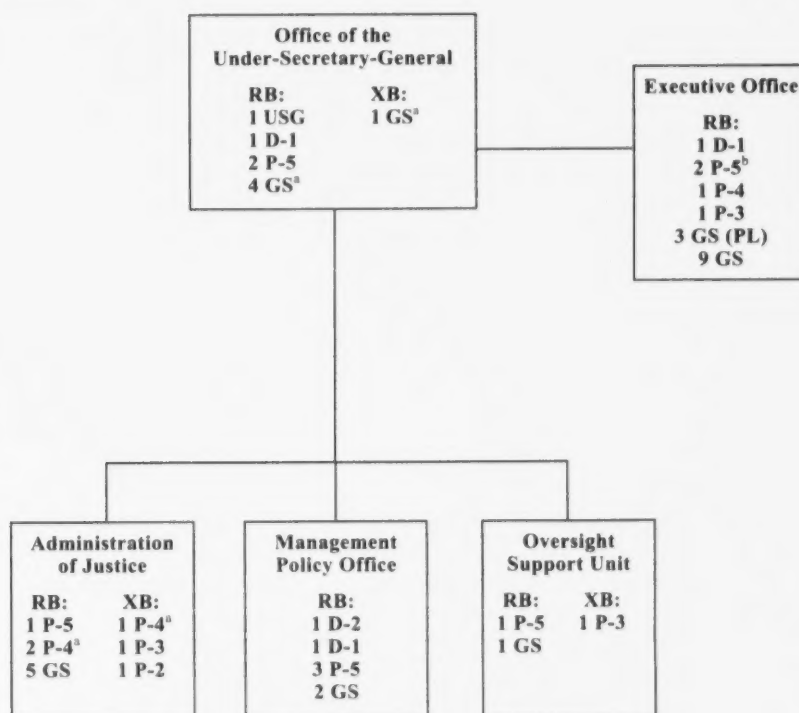
Category	Resources (thousands of United States dollars)		Posts	
	2002-2003	2004-2005 (before recosting)	2002-2003	2004-2005
Regular budget				
Post	2 965.4	3 011.1	17	17
Non-post	67.2	116.3	0	0
Total	3 032.6	3 127.4	17	17
Extrabudgetary	3 012.6 ^a	2 323.6 ^a	-	-

^a Includes peacekeeping support account resources centrally administered by the Executive Office for contractual services, general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole. Rental of premises and alterations/accommodations for all departments, although centrally administered by the Executive Office, are not included here, as they are reflected under section 29D, Office of Central Support Services.

- 29A.23 The resources of \$3,011,100 would provide for the continuation of 17 posts and related non-post requirements. The increase of \$45,700 in post resources relates to the reclassification of a P-4 post to the P-5 level for strengthening of the administration of financial resources of the Department as a whole, based on the experience gained in prior bienniums and taking into account both the volume of financial resources handled by the Department and their complexity. The increase of \$49,100 in non-post resources relates to requirements for general operating expenses and office automation equipment.

Office of the Under-Secretary-General

Organizational structure and post distribution for the biennium 2004-2005



Abbreviations: RB, regular budget; XB, extrabudgetary; GS, General Service; PL, Principal level.

^a Includes one new post.

^b One post is reclassified upward from a lower level.